

#4

***YOU THE INTEGRATIVE
THINKER***

AGENDA

- Learning to be creative
- How integrative thinking is structured

UPDATE ON DEADLINES

- Pitch is next Monday (11th of March)
- First part of individual essay (15th of March)
- Ethnography lecture moved to 18th of March
- Ethnography assignment due 27th of March





Ken Robinson:

Do schools kill creativity?

TED2006 · 19:24 · Filmed Feb 2006

59 subtitle languages

View interactive transcript



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40,865,366 Total views

Sir Ken Robinson makes an entertaining and profoundly moving case for creating an education system that nurtures (rather than undermines) creativity.

Playlists to watch

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INTEGRATIVE THINKING

*"Integrative thinking is
untaught."* (Martin, 2009)

*What were the key
learning points for
you from ZigZag:
Learn chapter?*

Learn: 'Becoming'
creative is a life-long
process of learning

STRATEGIES FOR LEARNING

- Practice deliberately
- Challenge yourself, Focus on specific tasks
- Master your domain (and, of course, define it)
- 'Learn forever'
- Balancing generality with specialty

New Study Destroys Malcolm Gladwell's 10,000 Hour Rule



Drake Baer    

🕒 Jul. 3, 2014, 11:53 AM 🔥 199,305 💬 41



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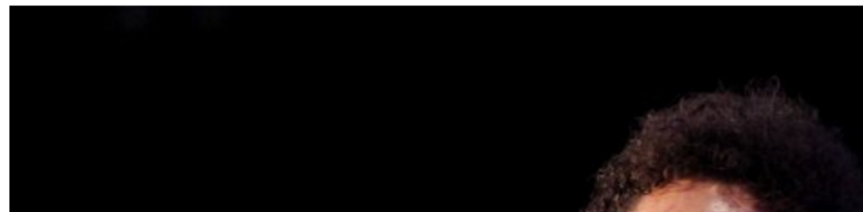


PRINT

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(Top 10 eCommerce Site Builders)
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The 10,000 Hour Rule — [closely associated with pop psych writer Malcolm Gladwell](#) — may not be much of a rule at all.



The most important point for learning to be creative...

**Balancing specialty with
generality**

MASTERY

- Becoming (really) creative entails mastering at least one skill well → **why?**
- What are the implications for being hired here?
- Key: learning to apply your deep knowledge across contexts!

INTERLUDE:

1. How will you keep your group's learning continuous for this project?
2. Learning creativity vs. project-specific learning?
3. What tools? Procedures? Role divisions for covering certain areas?

FEATURED EVENTS

Smart Manufacturing Summit

April 6-7, 2016,
Harley Davidson HQ,
Milwaukee, WI

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IDEO CEO Tim Brown: T-Shaped Stars: The Backbone of IDEO's Collaborative Culture

An Interview with IDEO CEO Tim Brown



Posted by: [morten t. hansen](#) January 21, 2010

IDEO is a world-leading design firm, with offices in Palo Alto, San Francisco, London, Boston and Shanghai, among other places. Consistently ranked as one of the most innovative companies in the world, IDEO is famous for its method of innovation based on intense cross-disciplinary project work. To pull this off, the company has long practiced the art of collaboration and the development of a certain kind of talent: T-shaped people.

In the interview to follow, IDEO CEO Tim Brown talks about this radically different approach to talent management.



I'm great at this **one thing**
and familiar with all this
other stuff.

Analyst	Programmer	Test Engineer	Web Designer	System Engineer
Write Executable Documents	Write Unit Test Code (xUnit)	Write Automated Tests	UX Design	DevOps
Requirements Engineering	Write Production Code	Functional Testing	Java Script, HTML, CSS, LeSS	Python, Perl, Go, shell
Write User Manuals	Design System Architecture, DB	Write Test Plan	Image, Icon, Logo Design	System and OS
...



Thoughts or reactions?

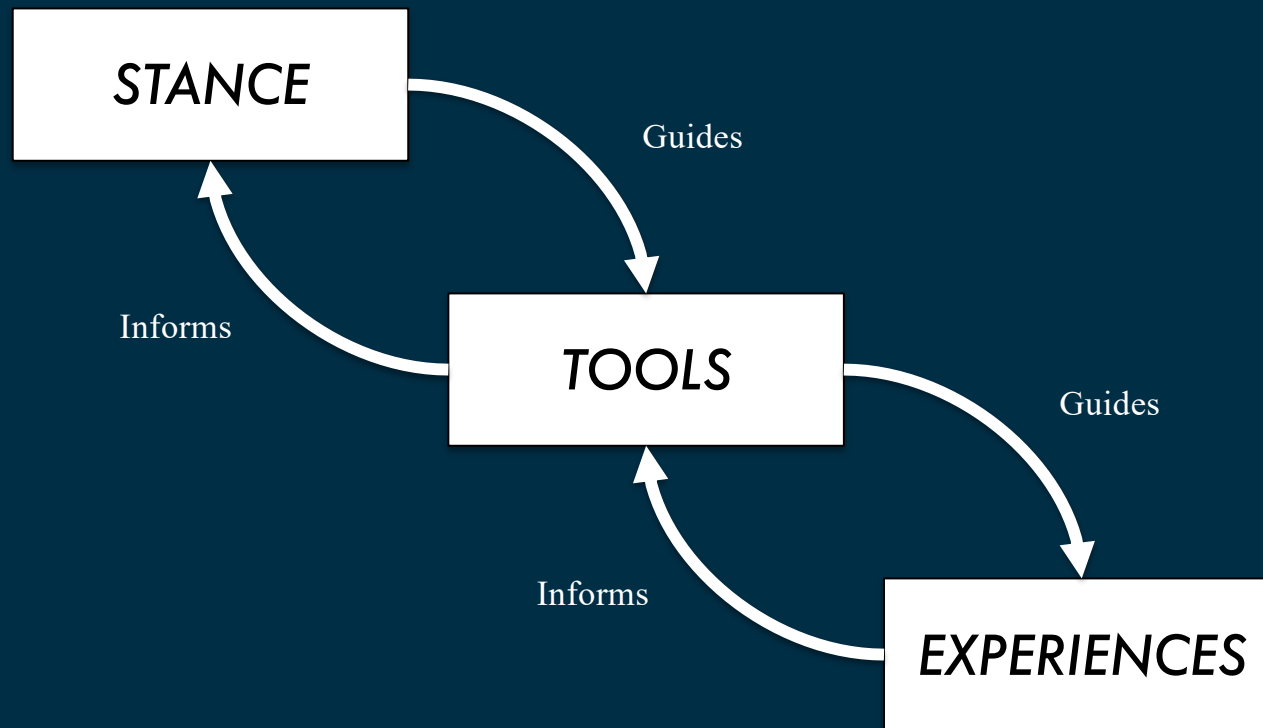
REMINDER:

What is integrative thinking?

INTEGRATIVE THINKING

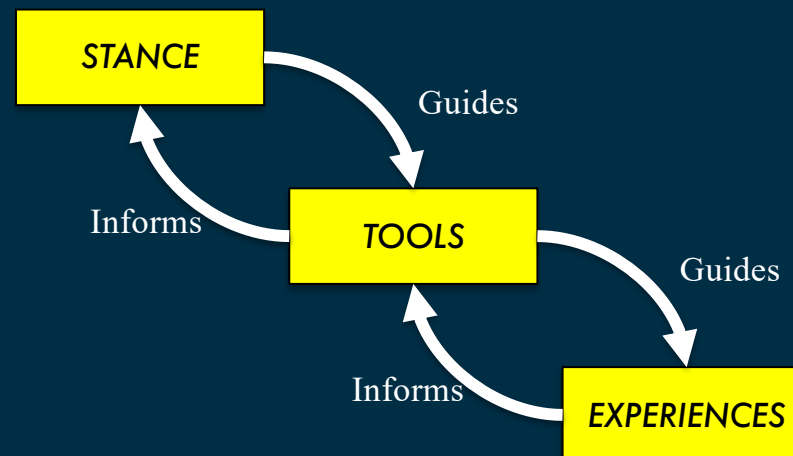
The ability to entertain opposing ideas or solution models beyond their trade-offs (Martin, 2009)

MARTIN (2009) INTEGRATIVE THINKER'S KNOWLEDGE SYSTEM



MARTIN (2009) INTEGRATIVE THINKER'S KNOWLEDGE SYSTEM

- **STANCE**: Your view of the world and yourself in solving its problems
- **TOOLS**: Your toolkit of problem solving and organizing thought
- **EXPERIENCES**: Ability to reflect and improve self, build sensitivity



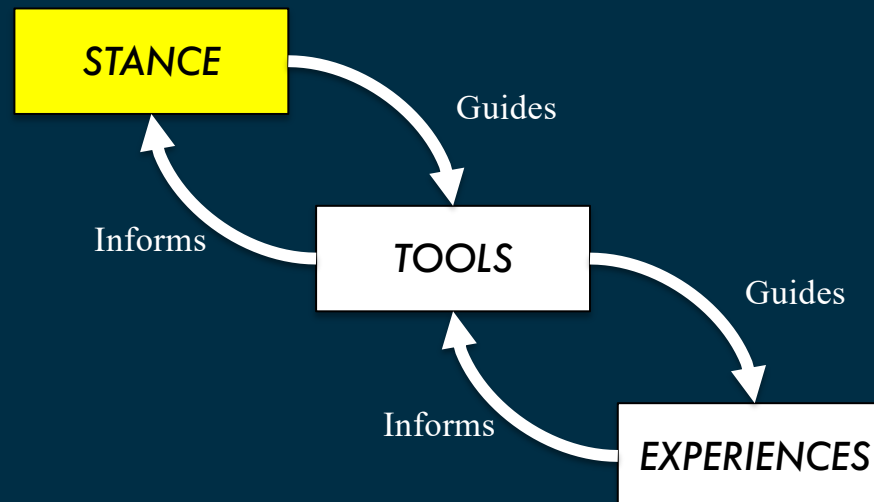
STANCE

WORLD

1. Existing models \neq reality
2. Leverage opposing models
3. Better models exist

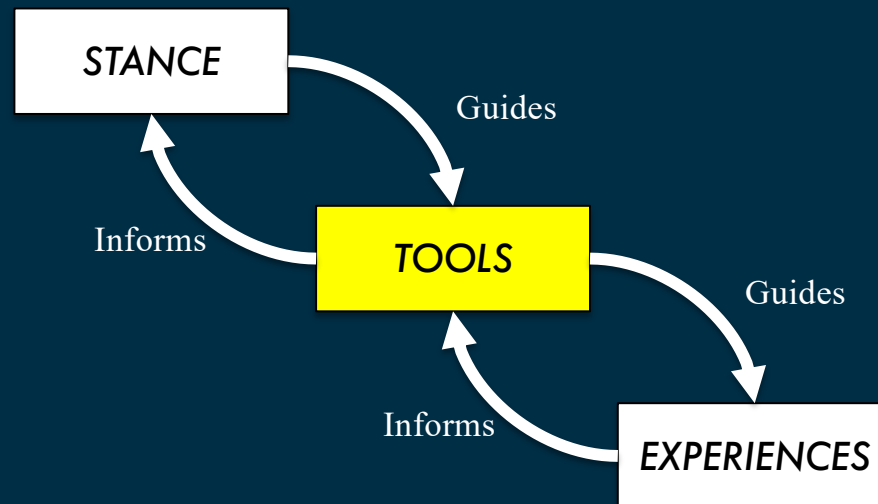
SELF

4. I can find a better model
5. I wade into complexity
6. I give myself time to create



TOOLS

1. Generative reasoning
2. Causal modeling
3. Assertive inquiry



MARTIN: ASSERTIVE INQUIRY

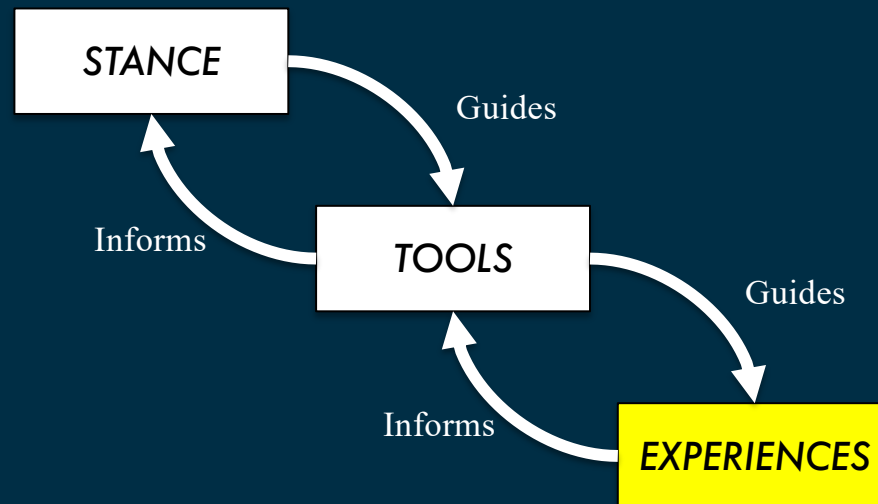
“When we interact with other people on the basis of a particular mental model, **we usually try to defend that model against any challenges. Our energy goes into explaining our model to others and defending it from criticism....** [Assertive inquiry] explicitly seeks to **explore the underpinnings of your own model and that of another person.** Its aim is to learn about the salient data and causal maps baked into another person’s model, then use the insight gained to fashion a creative resolution of the conflict between that person’s model and your own.”

EXPERIENCES

1. Deepening mastery

and

2. Nurturing originality



*What were the
connections between
ZigZag and Martin
chapters?*

FOR NEXT TIME

- For next time, read:
 - Holt and Cameron: Chapter titled: “Brand Bureaucracy and Sciency Marketing”
 - Martin: Chapter 2
 - Amabile – How to Kill Creativity (in MyCourses)